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17 March 1958

MEMORANDUM FOR THE RECORD

SUBJECT: An Expanded Outplacement Program -- Report of Progress

1. The purpose of this memorandum is to describe the steps taken thus far in instituting an expanded Agency outplacement program and then to review in order of sequence further steps which will be necessary in order to achieve results in this field.
2. During 1957 the need for an outplacement program was discussed among officers in the Office of Personnel and views of key officials in the DDP, DDI and DDS were solicited. At that time we reached the conclusion that there is an undetermined number of staff officers in the medium and higher grades within the Agency who either are carried in excess to Agency needs for the skills they represent or have reached a point in their personal and professional development at which it would be desirable for them to find employment outside the Agency in the academic world, in business or elsewhere in Government. It appeared that the first condition is caused by the rapid growth of the Agency and subsequent change in its operational orientation; the second, by the nature of intelligence work. For example, in both DDP and DDI there are believed to be men who feel that, whereas their work in the Agency has been rewarding and useful up to a point, beyond this point it tends to be repetitious, lacks challenge and does not hold for them an inviting prospect for the remainder of their active years.
3. Having completed this analysis, we undertook to discuss the problem of placement elsewhere in the Government with Mr. Winslow and then, later, with Mr. Winslow and Mr. Siciliano, Special Assistant to the President for Personnel Management. They believe that the executive departments and agencies of the Government under the guidance of the White House should and can be made to realize that the acceptance of certain CIA people into their ranks is in the interests of the overall Government effort and will in no significant way upset or adversely affect their own personnel programs.
4. With this encouraging advice, we then proceeded to assign to the Personnel Operations Division the function of outplacement. We appointed Mr. [REDACTED] as the outplacement officer dealing with Government placement and Mr. [REDACTED] as the officer dealing with placement outside the Government. These two officers have been on the job almost a month and have begun a survey of the channels available to them to carry out their work.

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5. If the program is to develop, it is important that we now have the names of twenty or thirty medium and higher grade individuals who fall into the two categories described above.

6. It is particularly necessary to have among these cases those who are suitable for outplacement in other Government Agencies because it is in this field that high-level negotiation is required and such negotiations would be meaningless were we not able to follow up with a series of cases for placement. Mr. Winslow and Mr. Siciliano have suggested that we take the following steps to get into business:

a. First, it is proposed that the DDS and the Director of Personnel review the Agency's need for outplacement with the Civil Service Commissioners and Mr. Warren Irons and indicate to them that the Agency is prepared to enter into an agreement with the Commission along lines similar to that which exists between the Atomic Energy Commission and the Civil Service. Such an agreement would provide for the review of the qualifications of CIA outplacement candidates by the Commission and, when this is satisfactorily completed, the granting of Civil Service status to such candidates.

b. After this agreement has been worked out and the probable areas of placement for the candidates whom we have identified have been established, it is proposed that Mr. Siciliano and the Director review the Agency's outplacement program with the Secretaries of those departments to which our people might well be transferred. Mr. Siciliano feels that he can quite properly speak for the White House as to the need for this outplacement program and he is certain that, should the need therefor arise, the President would lend it his full support.

c. This step completed, we would plan to talk to the candidates listed and arrange for transfers.

7. Because of the tentative nature of the program, it is desired that, in advancing names at this time, individuals not be consulted. It is readily acknowledged that some individuals will not want to go ahead with outplacement along these lines but we would rather put up with some attrition in the list than have the program widely discussed. It could easily be torpedoed with too much publicity at the outset.

/s/

GORDON M. STEWART  
Director of Personnel

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